

//Khara Hais Municipality Communication Strategy

September 2010



Municipal Manager
//Khara Hais Municipality
Private Bag X 6003
Upington
8800

March 2010

Dear Mr Engelbrecht,

NOTICE QN010/2010: THE DEVELOPMENT OF A COMMUNICATION STRATEGY FOR THE KHM

PricewaterhouseCoopers Inc (PwC) is pleased to present this Communication Strategy to //Khara Hais Municipality (KHM) in accordance with your instructions as confirmed in our engagement letter dated 13 July 2010.

The scope of the project included:

- Reviewing the current Communication Strategy;
- Engagement with the identified stakeholder groups;
- Drafting the Communication Strategy ; and
- Presentation of the Communication Strategy to Council for approval.

This report has been prepared solely for the use of the management and we do not accept any responsibility or liability to any other third party to whom it may be shown or who on their violation may decide to rely on it.

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Our principal findings and conclusions are set out in this report. Reference of the scope and approach to our work are included in the report as follows:

- 1 Executive Summary
- 2 Background
- 3 Communication Change Management Challenge
 - 3.1 Communication Strategy Objectives
 - 3.2 Communication Challenges
 - 3.3 Communication Theme
 - 3.4 Current Communication Environment Assessment
 - 3.5 Desired Message Assessment
 - 3.6 Communication Structures, Processes
 - 3.7 Communication Programme
- 4 Strategic Recommendations

Appendices

- 1 Tools and Templates
- 2 Attendance Registers
- 3 Glossary of terms

If you require any clarification or further information, please do not hesitate to contact myself, Johan van Baalen or Elmarie Becker.

Yours faithfully

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Table of Contents

	Page
1 Executive Summary	1
2 Background	3
3 Communication Change Management Challenge	9
3.1 Communication Strategy Objectives	12
3.2 Communication Challenges	15
3.3 Communication Theme	18
3.4 Current Communication Environment Assessment	20
3.5 Desired Message Assessment	31
3.6 Communication Structures, Processes	55
3.7 Communication Programme	57
4 Strategic Recommendations	59

Table of Contents

	Page
Appendices	
1 Tools and Templates	63
2 Attendance Registers	70

Section 1

Executive Summary

Executive Summary

Situation

On 29 April 2010 Minister Sicelo Shiceka committing himself to specific targets to be achieved by the end of term for the current administration in 2014. One of the critical areas he has agreed with the President to deliver on, is the filling of six critical senior municipal posts amongst which is a **Communications manager** as the basic minimum for every municipality.

In relation to the above the //Khara Hais Municipality (KHM) wish to improve the effectiveness of its communication function and assist its communication managers with a framework that embeds the strategic importance of a communication in the organisation.

Need

KHM has a number of internal and external stakeholders with whom effective communication is required. These stakeholder groups vary in needs and expectations, literacy levels, language preference and other aspects.

In order to guide the Municipality in effective communication, a Communication Strategy is required.

Solution

In the light of the aforementioned, the KHM has contracted PwC to assist in the drafting of a Communication Strategy.

The principal findings and conclusions are set out in this report. The following is a summary of our key findings and recommendations are listed:

- Effective Communication poses a Change Management challenge
- Communication is an enabler to achieve certain objectives
- KHM has certain unique communication challenges
- A standard Communication Theme contribute to integrated communication
- Certain current communication mediums are effective and others are not
- Each Stakeholder Group has unique desired messages, mediums, frequency, and source of communication
- Technology, Structures and processes should enable effective communication
- Leaders should be equipped with the skills – and the heart – to lead
- Communication is an organisation-wide responsibility
- An annual Communication Plan/Programme should be compiled
- Tools and Templates can be utilised to aid effective communication

Impact

This Communication Strategy aims to enhance the quality of internal and external communication between the Municipality and identified stakeholders and to build a positive brand for the Municipality as an institution reflecting performance and service delivery.

Section 2

Background

Project Background

Introduction

On 29 April 2010 Minister Sicelo Shiceka signed his performance contract with the President of the Republic committing himself to specific targets to be achieved by the end of term for the current administration in 2014.

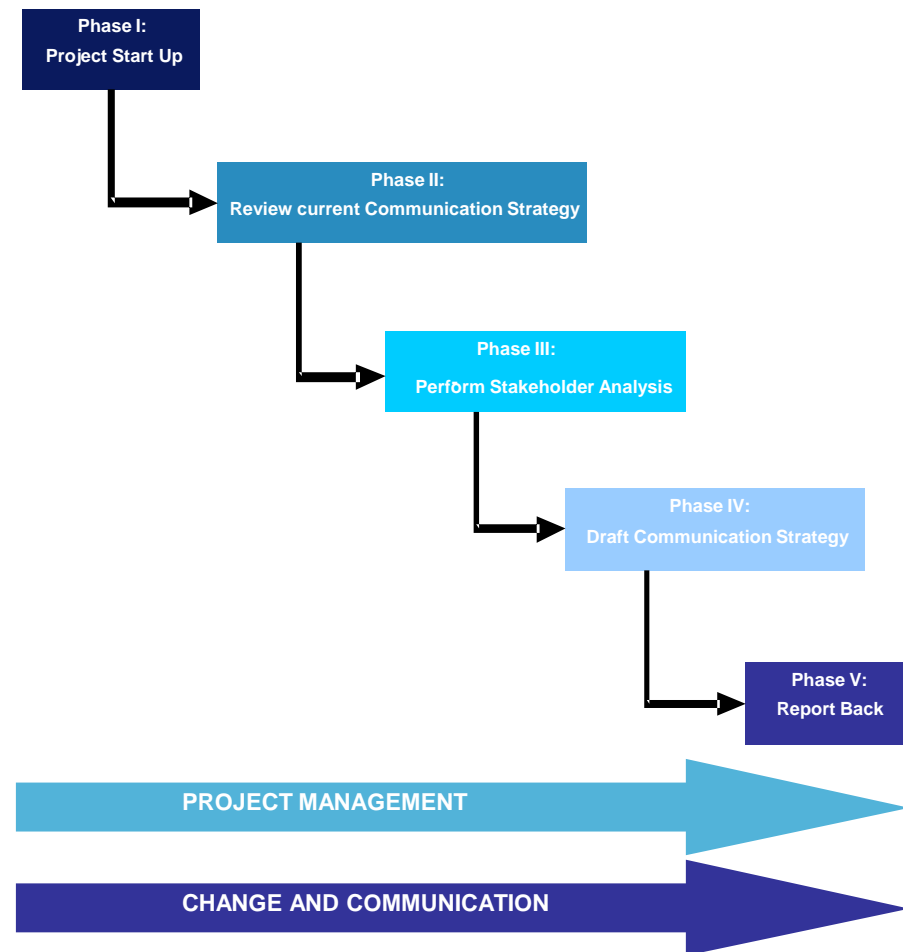
The same ministerial performance agreement will have a bearing on the performance agreement that all mayors will in turn sign with the Minister.

One of the critical areas he has agreed with the President to deliver on, is the filling of six critical senior municipal posts, namely Municipal Manager, Chief Financial Officer, Town Clerk, Town Engineer, Human Resources Manager and the **Communications manager** as the basic minimum for every municipality.

The above highlights the importance of a strategic communication focus for //Khara Hais Municipality.

KHM currently does not have an approved Communication Strategy to guide all communication activities of the Municipality.

In the light of this, KHM has contracted PwC to assist in the drafting of a Communication Strategy. The strategy will subsequently be revised by the Municipality on an annual basis.



Project Background

Your requirements

As per your request for proposal, the purpose of the communication strategy is to enhance the quality of internal and external communication between the Municipality and identified stakeholders and to build a positive brand for the Municipality.

The requirements for the strategy as per your request for proposal were:

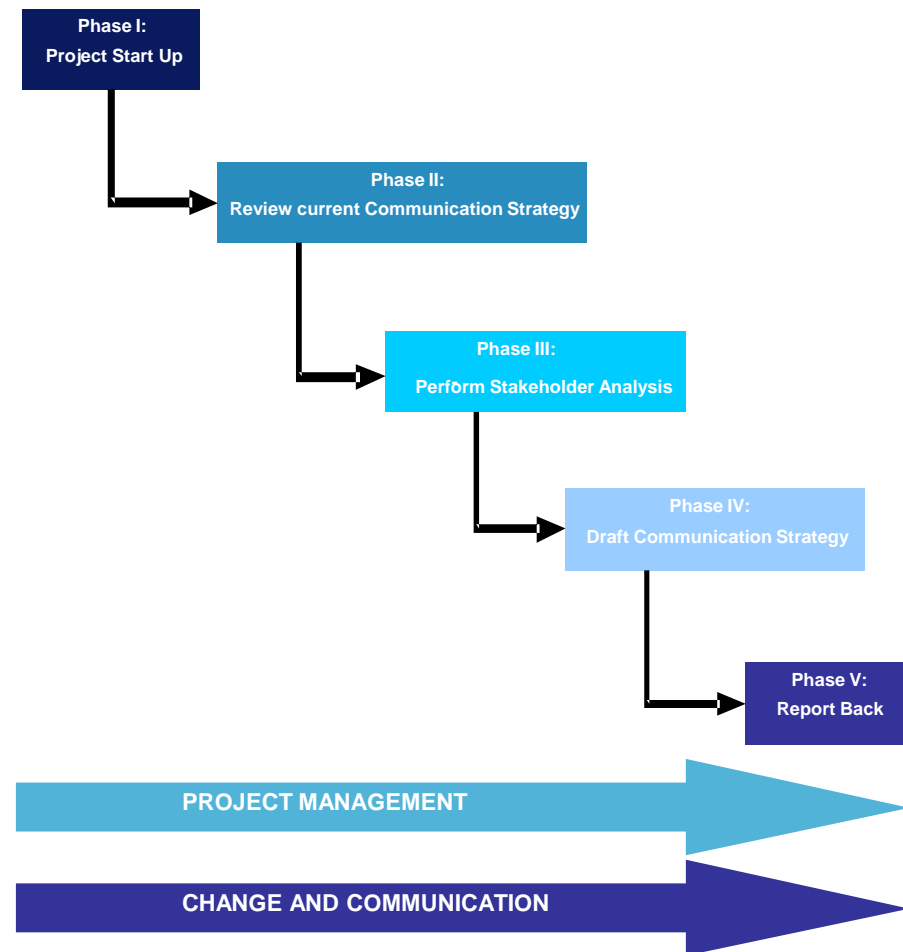
- That the strategy should include internal and external communication processes.
- That the strategy also needs to take into consideration the budget cycle, IDP process, the Provincial - and the National Government Communication strategies.

The process of developing the communication strategy should include engagements with various stakeholders in order to inform the communication strategy.

Scope of Work:

Based on the requirements, the project scope included the following:

- Reviewing the current Communication Strategy;
- Engagement with the identified stakeholder groups;
- Drafting the Communication Strategy ; and
- Presentation of the Communication Strategy to Council for approval.



Concepts Defined

Communication

Effective communication is about conveying your messages to other people clearly and unambiguously. It's also about receiving information that others are sending to you, with as little distortion as possible. For the purpose of this report communication is conceptually defined as "... the two-way process whereby information is transferred from one person to another". A generally accepted operational definition of communication is "...the management of an organisation with regard to its stakeholders".

Strategy

Strategy in general, refers to a plan of action designed to achieve a particular goal. Strategy is distinct from tactics, which are concerned with the conduct of an engagement, while strategy is concerned with how different engagements are linked.

Communication Strategy

A Communication Strategy is a plan of communication actions designed to achieve a particular goal. It provides an overview of how organisation wide communication are linked to one another and to specific stakeholders.

In compiling this Communication Strategy we analysed the current communication environment and the desired state in order to design the terms and conditions for communication within KHM to achieve certain objectives.

Communication Programme

A Communication Programme focus on the tactics of communication. If the strategy indicated that certain content requires to be communicated and how it should be linked to one another, the programme indicates how and when to communicate the specific message.

A Communication Programme fell outside the scope of this assignment. We did however include certain elements within this strategy regarding how messages need to be conveyed. We furthermore provided high-level guidance on the compilation of a Communication Programme as part of the annual strategy review.

The 10 basic principles of government communication

Introduction

The following basic principles of government communication have been taken into account in developing the communication strategy for KHM:

(Source: Joel Netshitenzhe, Challenges of Government Communication: The South African Experience, 18 March 2003)

1. Government work is a public activity

It is essential that ordinary citizens are constantly informed about government work and empowered to take active part in it. Government needs to make an effort to continually counter insinuations that government work is secretive whenever and wherever they surface.

2. A central communication service must have the authority to carry out its work – it must be located in the highest office

To ensure legitimacy and effectiveness, all government communication must have its genesis and coordination from the highest office in the Government's structure. On all other levels, communication structures must be placed in the offices of political principals.

3. Political principals are the main communicators

Government communication must, in the main, be done by individuals holding positions of political oversight or leadership.

4. Everyone in government is a communicator

Everyone working in government is indirectly a communicator and must therefore assume the role of an emissary and be a positive representative of government.

5. Communication must be based on an integrated communication strategy and programme (with core messages that guide all actors)

The central communication service must coordinate the formulation of the main and all encompassing communication strategies for the whole of government.

All different spheres and parts of government must at all times communicate in one voice, meaning there must be consistency in messaging.

6. Communication structures do not determine policy – they articulate it

Government policy and priority are pre-determined and communication structures are there to inform and accurately disseminate them to the public.

7. Communication is more than just media liaison

In communicating, special efforts must be taken to seek, evaluate and, where feasible, employ all available measures or tools to get the message across.

The 10 basic principles of government communication

8. Direct communication and mutual exchange of views with the public is the most effective form of communication

Communication structures must be established to enable interaction, mediated or otherwise, between government and the public.

9. In working out campaigns and programmes, there must be a deliberate effort to understand the communication environment

The success of communication depends on the accurate diagnosis of the surroundings that will inform, among other things, the selection of appropriate messages, target audiences and media platforms.

10. Communication campaigns work best when they are carried out in partnership with others outside of government

Government does not function in a vacuum and for maximum communication impact, especially in terms of credibility and reach, role players such as non-governmental organisations, opinion-makers and other important figures need to be involved.

The principles were applied as follows during the development of the Communication Strategy:

1. External Stakeholders were involved in drafting this communication strategy in order to ensure their requirements are met.
2. A number of Strategic Recommendations regarding the C&CS office have been made.
3. Individuals holding positions of political oversight or leadership has been involved in drafting the strategy to acknowledge their integral role as communicators.
4. Internal stakeholders representative of the hierarchy were involved in drafting the strategy to acknowledge their integral role as communicators.
5. A consistent communication and the coordination role of the C&CS office has been included as a recommendation.
6. Stakeholder message assessments include the communication of policies and priorities set by government.
7. The stakeholder message assessments include a variety of mediums to effectively convey the message . The strategic recommendation regarding representative stakeholder desks elude to the focus wider than media liaison.
8. Stakeholder message assessments include mechanisms that each group would like to use in order to provide feedback to the Municipality.
9. During the stakeholder sessions, each group's communication environment were analysed in order to strategise for effective communication.
10. Partnership with a number of stakeholders is presented as part of the strategy in order to ensure effective two-way communication.

Section 3

Communication Change Management Challenge

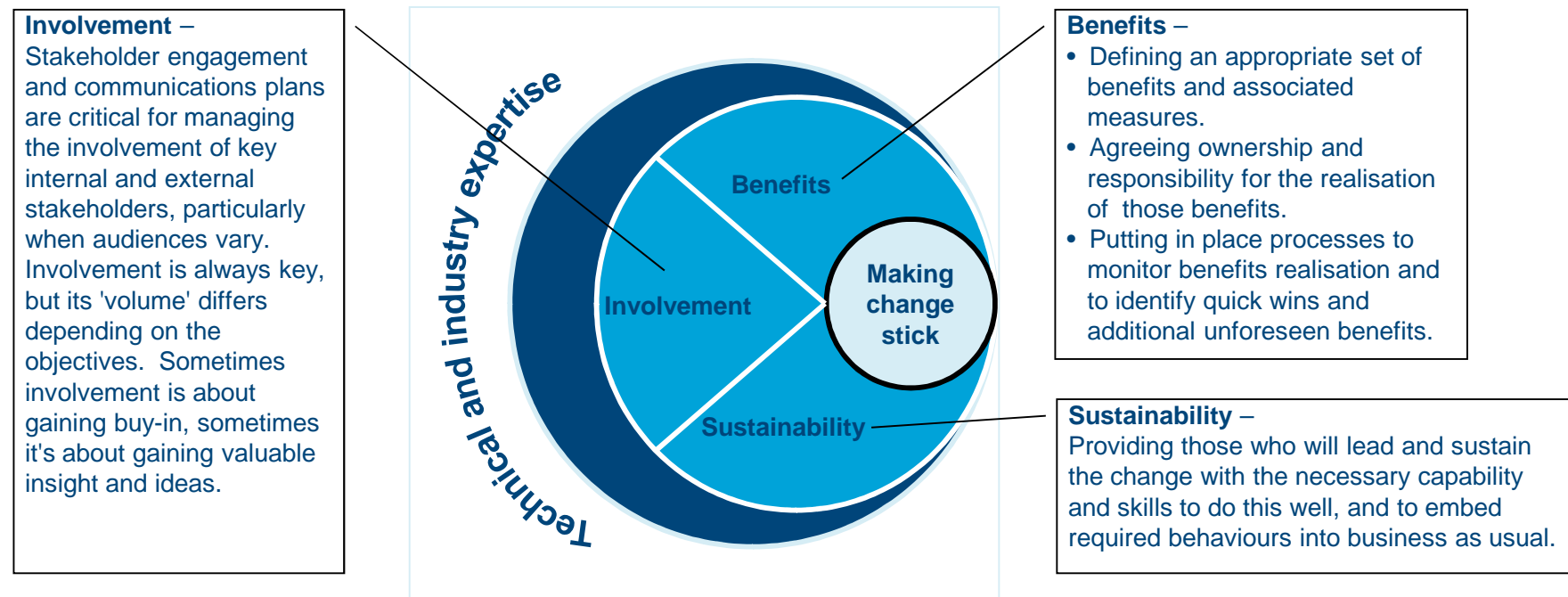
Making Change Stick

A unique Change Management Methodology

75% of business change projects fail to meet their objectives. Over 80% of those failures are caused by people-related issues.

Effective Communication requires a strong focus on Change Management to ensure people's minds (thoughts), hearts (feelings) and hands (behaviours) are changed for the Communication Strategy's objectives to be met.

The principles of our unique Change Management Methodology need to be considered, namely: Involvement, Benefits and Sustainability. Throughout the drafting of the Communication Strategy, these principles were incorporated.



Making Change Stick

The principles was applied within the Communication Strategy as follows:

Benefits

- Keep the communication strategy objectives and theme at the heart of each communication
- Challenge the data and interpretation of the measures of communication effectiveness
- For each communication, agree the measures and how to monitor
- Focus on the messages and channels that make a difference fast

Involvement

- Ensure all communicators share the vision and hunger for success
- Engage all relevant internal and external stakeholders
- Obtain buy-in from all responsible for communication
- Messages should align with objectives and theme

Sustainability

- C&CS and all other communicators should be empowered to communicate effectively
- Systems, processes and culture should support the communication strategy and it's objectives

Design the best fit change approach

Benefits

- Keep business benefits at the heart of change
- Challenge the data and its interpretation
- Agree the measures of success and how to monitor them
- Focus on the actions that make a difference fast

Involvement

- Through involvement build a vision and hunger for success
- Engage the front-line before, during and after
- Communicate with a purpose

Sustainability

- Give leaders the skills – and the heart – to lead
- Make sure systems, processes and culture reinforce the change

Section 3.1

Communication Strategy Objectives

Communication Impact and Reach

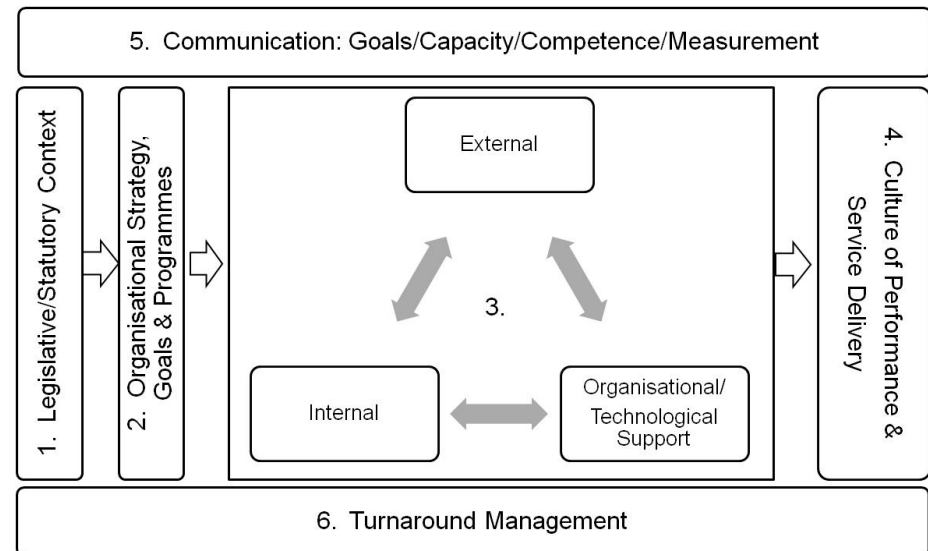
Introduction

The GCIS Communicators Handbook indicates that communication is often seen as peripheral to the Municipalities core business and that capacity, budgets and skills in the communication components are unevenly applied. However, Communication is a key enabler to ensure the Municipality's objectives of ensuring a culture of performance and service delivery, are met.

During our engagements with the Management Team and other stakeholders, the model to the right was developed.

Communication Impact and Reach

1. The Municipality is required to perform its functions in an environment that is regulated.
2. It compiles its Organisational Strategy, Goals and Programmes (e.g. IDP and SDBIP) within this regulatory environment in order to guide the organisation.
3. In the process of fulfilling the functions of the Municipality, it is required to engage with a variety of internal and external stakeholders. In order to be able to do this, organisational (people) and technological support within the organisation is required.
4. By effectively engaging with the internal and external stakeholders, the Municipality will ensure a culture of Performance and Service Delivery within the Municipality.
5. Communication is an encompassing function within this environment and is an enabler to ensure the legislative/statutory context and the municipal strategy, goals and programmes is communicated and understood by the relevant internal and external stakeholders. This will ensure that all stakeholders perceive the municipality to be an organisation with a culture of performance and service delivery.



In order to communicate effectively, clear communication goals should be defined and incorporated in all communications.

The //Khara Hais Communication Unit should have sufficient capacity (number of people) and competence (skills) in order to ensure communication efficiency. To measure the effectiveness of the Communication Unit key performance areas for the unit and key measures for each communication are required.

Throughout service delivery and communication, turnaround management is required. All internal and external stakeholders' perceptions of the importance of communication and their role in the process, should be emphasized regularly. The organisational and technological support should be reviewed regularly in order to ensure that the required communication can be delivered.

Communication Strategy Objectives

Introduction

By taking into account the strategic impact and reach that communication has within the Municipal environment and the engagements with various internal and external stakeholders, the Communication Strategy aims to enhance the following objectives:

Internal Stakeholders:

- Effective internal communication aims to help each individual understand his/her unique contribution to Service Delivery
- A culture of Performance can be enhanced by employing communication activities that focuses on and recognises outstanding performance
- Communication activities should also focus on responding to issues and needs of internal stakeholders
- Creating communication capacity and competence throughout the organisation should be a key objectives of communication activities

External Stakeholders:

- In all communication, building a positive brand for the municipality will be an objective.
- Public Participation on legislative required items can be enhanced by effective communication.

External Stakeholders (cont.):

- Communication should focus on raising awareness amongst external stakeholders regarding items of importance relevant to that specific stakeholder group.
- Communication activities should also focus on responding to issues and needs of external stakeholders

Section 3.2

Communication Challenges

Communication Challenges

Introduction

In 2007/08, the Government Communication and Information System (GCIS) initiated the Government-Wide Communication System Review as part of a 10-year evaluation of the system. The objective was to better understand communication challenges that still persisted and make recommendations on how best to address them.

The review identified the following existing challenges that limit the effectiveness of government communication:

- Political principals are not always aware of the requirements or impact of effective communication. This causes a gap in expectations and delivery.
- Communication is often seen as peripheral. Capacity, budgets and skills in the communication components are unevenly applied.
- There is no appropriate system of accountability in place to ensure that communication strategies are implemented and there is no standard assessment of the impact of communication.”

KHM Communication Challenges

This strategy aims to articulate the impact of effective communication and to subsequently align capacity, budget and skills in C&CS to deliver on stakeholder requirements.

The Message Assessment (Section 3.5) contains specific communication impact measures.

There furthermore are specific challenges KHM face based on the internal and external stakeholders with whom they need to engage:

External Stakeholders

Expectations – The external stakeholders consist of diverse groups with different communication expectations.

Literacy levels – The external stakeholders consist of individuals with diverse levels of literacy.

Language - The four official Provincial languages that are spoken in KHM area are:

- Afrikaans (66 532 people);
- Isi Xhosa (3907 people) ;
- Se Tswana (1859 people); and
- English (571 people).

Source: Statistics SA, 2001 census

Access to electronic mediums - Not all external stakeholders have access to electronic mediums like the website, fax, e-mail, telephone etc.

Disability – certain disabled external stakeholders (e.g. blind/deaf) are excluded from communication if various mediums are not utilised.

Communication Challenges

Internal Stakeholders

Expectations – The internal stakeholders consist of diverse groups with different communication expectations.

Literacy levels – The internal stakeholders consist of employees with diverse levels of literacy.

Access to electronic mediums – Not all employees have access to e-mail, IMIS etc.

C&CS capacity - capacity, budget and skills in C&CS does not align to stakeholder requirements.

These challenges have been taken into account in drafting the desired communication strategy for each stakeholder group as contained in section 3.5 of this document.

Section 3.3

Communication Theme

Themes

Introduction

“It is critical to indicate the overall themes and concepts that are associated with the communication effort being undertaken.

- When adopting a core message, it is critical to integrate it with the Government’s core message for the year.”
- GCIS Communicators Handbook 2010 –

Theme: “Die mense regeer/Abantu Bayalawula”

For the KHM all communication themes should be aligned with the Municipality’s vision of : “Die mense regeer/Abantu Bayalawula”.

Internal Stakeholder communication should focus on enhancing staff’s ability to ‘govern’ within their area of responsibility in such a way to achieve the objectives of service delivery and a culture of performance.

External Stakeholder communication should focus on conveying information that will enhance the message of each resident’s responsibility to partner with the Municipality in governing the Municipal area.

Each communication to any of the varies stakeholders, should be integrated with this overall theme.



For example:

If a communication is compiled for staff regarding training requirements that need to be identified, it can be integrated with the Municipality theme by indicating that the training will equip employees to be more effective ‘rulers’ within the Municipality and for self-development to be able to make an effective contribution contribution/take up leadership positions in their communities.

Section 3.4

Current Communication Environment Assessment

Stakeholder analysis

Introduction

In order to assess the current and desired communication environment, a number of internal and external stakeholders were consulted. The table to the right indicates the relevant stakeholders and the number of attendees from each who were consulted. 16 sessions were held. Refer to Appendix 2 for attendance registers.

Stakeholder analysis

During the engagement, the following discussion framework was followed:

Communication **from** KHM:

- What is currently working well and why?
- What is currently not working and why?
- What the desired communication messages, mediums, frequency and source should be?

Communicating **to** KHM:

- What channels would the stakeholder group prefer in order to communicate with KHM?

The key findings of the assessment of the **current** environment are contained in the rest of this section.

For the findings and recommendations of the **desired** environment, please refer to section 7.

Stakeholders	Number
Councillors	18
Senior and Middle Management	25
Municipal Staff and CDW's	108
Business and Ward	18
Religious Groups and Sport	31
Departments and NGO's	29
Other	8
Total	237

Internal: Councillors

Effective Mediums	Why?
Radio Riverside	Wide reach
News letters	Reach all taxpayers
Loud hailers	Wide reach
Flyers	Wide reach
Door-to-door	Wide reach
Notice boards	Wide reach

Ineffective Mediums	Why?
Radio Riverside	Not accessible to all areas. Not interactive. One-sided.
News letters	Does not reach people who do not have municipal accounts
Ulwazi	Limited reach
Community meetings	Not always well attended
Internal communication	Not effective
Communication between councillors and officials	Not effective

Internal: Management

Effective Mediums	Why?
Telephonic system	Direct access to the person
IMIS	Audit trail. Senior and office staff all have access. Documentation retained.
“Die Werker”	Available to all staff
e-Mail	All senior staff have access
“Die Inwoner”	Reach all taxpayers
Newspapers	Die Gemsbok is accessible to all

Ineffective Mediums	Why?
Web site	Ownership does not exist. Information not updated timeously.
e-Mails	Does not reach the correct addressee. Not properly archived. Remote offices do not have e-mail access.
Paper based communication	Limited reach, ineffective distribution (Includes Fax, memo's, letters, incoming mail, written communication, etc.)
Distribution of Government Gazettes	Circulation not timeous
IMIS	Not used/accessible by/to all. Incoming correspondence distributed incorrectly. Redistribution does not happen. Not part of induction for staff. Server problems. Not regularly checked by all. All information is not available here. Limited storage space.
Archiving and retrieving documentation	Not all relevant documentation is forwarded for retention. Filing not up to standard.
Communication protocols	Not known and followed
IDP	Clients and staff do not understand what the IDP entails.

Internal: Staff

Effective Mediums	Why?
Telephones	Direct method of communication.
IMIS	For those who have access.
“Die Werker”	Available for all.
E-Mail	For those who have access.
Written communication	Available to all.

Ineffective Mediums	Why?
Telephone system	Limited access. System problems (e.g. engage tone/voicemail not activated)
IMIS	Not utilised effectively/ cumbersome. All staff not properly trained. Limited access. Limited storage space. Cascading of information not done.
“Die Werker”	Outdated information. Limited HR Information.
E-mail	Limited access. Network problems.
Written communication	Often delayed and limited reach (Includes hard copies, memo's, fax, etc.)
Customer complaints box	Administration thereof. Feedback lacking.
Notice boards	Not updated regularly.
Language and literacy	More languages are required: Tswana, Afrikaans, English, Xhosa, Venda, Zoeloe
Web site	Not updated regularly. Not accessible to all.

External: Departments and NGO's

Effective Mediums	Why?
Hand delivery	Delivery receipt
Die Inwoner	Reach all taxpayers
Website	If updated regularly. Public access available at libraries. Not to be used as only method.
Local Government Communication Forum	Inclusion in Department projects and can plan together
Radio and Newspapers	Feeding information to the community

Ineffective Mediums	Why?
Public meetings	No feedback provided to community regarding concerns raised.
E-mail	System inefficiencies: e.g. Return receipt not activated. Does not reach all addressees. Not distributed timeously.
CDW's	Not effective link between community and Ward Committees
Website	Not updated regularly. Pdf documents to be uploaded.
Telephone	Unable to reach all.
Event attendance	Departments should identify who should be attending each event.
Ulwazi	Distribution points to be reconsidered

External: Business and Ward Committees

Effective Mediums	Why?
Radio Riverside	Wide reach
Die Inwoner	Reach all taxpayers

Ineffective Mediums	Why?
General communication	All languages not accommodated
Councillors	No feedback provided. Not available for communities.
Communication to business	“Lip service” from Municipality
Ward Committees	Communication with Municipality inadequate. Their role not acknowledged
C&CS Office	Not functioning as effective as it could.
Ulwazi	Distribution not effective

External: CDW's

Effective Mediums	Why?
Website	Working partly
Radio	Accessible to all that has reception
Council	Sufficient for the community
Face to Face	Should be done more regularly
Ulwazi	Readily available to all. Free.
Customer Satisfaction Survey	Available at certain points where clients engage with Municipality
Paper based communication	Accessible to all and read by all (Includes newsletters, newspapers and flyers)

Ineffective Mediums	Why?
Flyers	Not read by all. Not available in all languages
Loudspeaker	Loudspeaker not readily available for use. Announcements not made timeously.
Customer Satisfaction Survey	Not available at all Municipal points. Not visible enough.
Ward Committees	Communication problems in certain wards. Meetings are irregular.
Meetings	Limited attendance
Website	Limited access
Council and CDW relationship	Meetings are irregular
Newletters	Not available in all languages
Radio	Reception not available in all areas
Newspapers	Not affordable to all. Literacy levels.

External: Sport Interest Groups

Effective Mediums	Why?
“Die Inwoner”	Reach all taxpayers
Loud hailer	Wide reach
Door to door	Personal message

Ineffective Mediums	Why?
General communication	Currently limited communication from Municipality
Planning	Annual programme does not exist. Lack of proper planning .
Council policies and procedures	Public not informed of policy and processes to follow within the Municipality (applicable to sport)
Public Participation	Sport and LFA inputs are not obtained to inform the budget
Council feedback	Lack of feedback when requests are submitted

External: Religious Interest Groups

Effective Mediums	Why?
News letters	Wide reach
Radio Riverside	Wide reach for those with reception
Road shows	Personal message
“Die Inwoner”	Reach all taxpayers

Ineffective Mediums	Why?
General communication	Correct channels are not followed. Selective communication to religious leaders. Internal municipal administrative procedures not effective.
Council feedback	Lack of feedback when requests are submitted
Council policies and procedures	Lack of communication regarding those applicable to the religious community
Religious leaders as communicators	Lack of acknowledgement of the role of religious leaders as communicators.

External: Other

Effective Mediums	Why?
News letters	Wide reach
Radio Riverside	Wide reach for those with reception
Door to door	Personal message

Ineffective Mediums	Why?
Meetings	Agenda and invitations are not received timeously
Hard copies	Address list is not updated with each members physical address and contact number for follow-up
Council communication	Lack of feedback from Council on correspondence submitted or complaints logged. Not ward specific enough.
Ward Training	Not provided to all upon appointment
Complaints procedures	Not known and followed by all
Newsletters	Limited distribution

Section 3.5

Desired Message Assessment

Introduction

Introduction

In order to assess the desired communication environment, a number of internal and external stakeholders were consulted.

Based on the Stakeholder sessions held, a communication strategy for each group has been compiled.

It contains an analysis of the following:

Desired communication result

By communicating effectively with the relevant stakeholder, what does the Municipality expect the stakeholder to Know, Think, Feel and Do?

Special considerations

With regards to each stakeholder, are there special considerations regarding language, literacy, access to channels or any other considerations that might influence the effectiveness of the communication.

Message assessment

During the sessions held with stakeholders, their top five messages they would like to receive **from** the Municipality were identified and analysed further. Other relevant messages were listed too. It is advised that the Municipality focus' on the top five required messages for each stakeholder, and only if further capacity exists, extend the focus to the other messages.

For each message, the desired communication medium, frequency, source and measure of effectiveness was analysed.

Stakeholders (who)	Message (what)	Medium (how)	Frequency (when)	Responsibility /Contributors	Feedback Mechanism

Know

Think

Feel

Do

Feedback Mechanisms

During the stakeholder sessions, the feedback mechanism each stakeholder group wish to utilise in order to provide information **to** the Municipality were also assessed.

The **Councillors assessment** session had an outward focus (messages they wish to convey to stakeholders and feedback channels they'd like to obtain information from) and does not contain their specific communication needs.

The **Departments and NGO assessment** session had a public interest focus (messages the public requires) and does not contain their specific communication needs.

Internal: Councillors

Desired Result		Special Considerations	
Know	They have an integral role to play in effective communication	Language	Afrikaans and English
Think	The public and officials are important stakeholders to communicate with	Literacy	None
Feel	Empowered to effectively communicate	Access	E-mail, IMIS, telephone
Do	Communicate effectively with the relevant internal and external stakeholders	Other	None

Message Assessment: Top five				
Messages	Medium	Frequency	Source	Measure
Council activities and programmes	Combination of mediums	Ongoing	Council	Customer Communication Satisfaction Survey
Council's Vision and Strategy	Combination of mediums	Ongoing	Council	Customer Communication Satisfaction Survey
Information on policies and ordinances	Combination of mediums	Ongoing	C&CS	Customer Communication Satisfaction Survey
Information on the IDP, annual budget and SDBIP	Combination of mediums	Per event	C&CS	Customer Communication Satisfaction Survey
Staff information	Structured meetings with particular units	Ongoing	HR	Number of HR related unit meetings

Internal: Councillors

Message Assessment: Other				
Messages	Medium	Frequency	Source	Measure
Service delivery problems and issues	Combination of mediums	Ongoing	C&CS	Customer Communication Satisfaction Survey
New projects and initiatives	Combination of mediums	Ongoing	Relevant unit	Customer Communication Satisfaction Survey
Community needs and expectations	Combination of mediums	Ongoing	N/A	Customer Communication Satisfaction Survey
Major events in the community	Combination of mediums	Ongoing	Relevant unit	Customer Communication Satisfaction Survey
Educational programmes e.g. Vandalism	Combination of mediums	Per event	Relevant unit	Customer Communication Satisfaction Survey
Introduction and profile of Councillors	Combination of mediums	Ongoing	Council	Customer Communication Satisfaction Survey
Importance of Batho Pele	Combination of mediums	Ongoing	C&CS	Customer Communication Satisfaction Survey

Internal: Councillors

Feedback Mechanisms
Ward committee meetings
Surveys
Electronic medium
SMS's
Functional call centre
CDW's
Imbizos
Functional process for dealing with complaints

Internal: Management

Desired Result		Special Considerations	
Know	They are responsible for driving Performance and Service Delivery	Language	Afrikaans and English
Think	They have an integral role to play in effective communication	Literacy	None
Feel	Empowered to effectively communicate	Access	E-mail, IMIS, telephone
Do	Communicate effectively with the relevant internal and external stakeholders	Other	None

Message Assessment: Top five				
Messages	Medium	Frequency	Source	Measure
Directors' Decisions	IMIS (pdf document)	Bi-monthly	Director's minutes	Bi-monthly minutes timeously on IMIS
Council and Committee decisions	IMIS (pdf document)	Monthly	Council meeting minutes	Monthly minutes timeously on IMIS
Applicable National Changes (Government Gazette)	All Gazettes: IMIS. Head: Applicable Gazettes. Index with all applicable to municipality, to be widely distributed.	Weekly, Monthly summary	Government Gazette	All Gazettes on IMIS. Head feedback. Monthly Index distribution
Policy amendments	One page communication with link to IMIS for detailed policy.	Monthly	Council meeting minutes. Administration Head/Director	Monthly policy update communication
Feedback from clients	Door to Door, Ward Committees, 'Street Committees', Focus Groups	Door to Door: Prior to IDP, during Imbizo. Ward meetings: Quarterly.	Customer satisfaction Surveys	Number of completed customer satisfaction surveys at the specified intervals.

Internal: Management

Message Assessment: Other				
Messages	Medium	Frequency	Source	Measure
Tenders - open and awarded	IMIS (pdf document)	Monthly	Supply Chain	Monthly tender update document timeously on IMIS
IMIS Prompts	IMIS	Ongoing	IMIS	IMIS User Satisfaction Survey
General Meetings: Notices and Minutes	IMIS	Ongoing	Meeting Chair	Timely distribution of documents
Council decisions - Work in progress	IMIS (pdf document)	Monthly	Council meeting minutes	Monthly minutes timeously on IMIS
National Strategies e.g. Turnaround	Directors' meetings	Ongoing	Municipal Manager	Directors' feedback
Financial information	Directors' meetings	Monthly	Finance	Monthly agenda item
Acting posts	E-mail	Ongoing	HR	Timely notice of acting post

Internal: Management

Feedback Mechanisms
Divisional/section meetings
Internal Memo's
Council/Committees
Radio Program
Public: letter/e-mail
Ulwazi: external
Monthly: Inwoner, Die Werker
Work in progress Council items via Administration to Council and Directors'

Internal: Staff

Desired Result	
Know	They form an integral part of the Municipal objectives of Performance and Service Delivery
Think	I can make a meaningful contribution to performance, service delivery and communication
Feel	Valued, empowered
Do	Be responsible and accountable officials in all they do

Special Considerations	
Language	Afrikaans, English and other
Literacy	Varied
Access	E-mail, IMIS, telephone
Other	None

Message Assessment: Top five				
Messages	Medium	Frequency	Source	Measure
Events Calendar	Die Werker. Notice Boards. Hard copy to unit Head if short notice.	Monthly in advance Ad hoc	C&CS Unit Head	Monthly publication of events calendar in Die Werker
HR related matters	Die Werker, Face to Face, Focus sessions	Die Werker: monthly. As changes happen.	HR	Monthly article of HR related information in Die Werker
Director' and Council Decisions	Notice board at unit. Unit meetings. Hard copy.	Directors: 2 weekly. Council: monthly	Unit Head Director	Standard agenda point at Unit meetings. Timeous notice board updates.
Client feedback	Die Werker: Positive feedback. Unit Meetings: Complaints.	Die Werker: monthly. Complaints: as raised.	Unit Head	Monthly client compliments section in Die Werker. Standard agenda point at Unit meetings.
Municipal awards	Die Werker. Notice board at unit. Unit meetings.	Die Werker: monthly. Notice boards: as awarded.	Unit Head. Customer Service.	Timeous Die Werker publication and Unit agenda point once awarded.

Internal: Staff

Message Assessment: Other				
Messages	Medium	Frequency	Source	Measure
"Lief en leed"	Die Werker	Monthly	Unit representative	Monthly "Lief en leed" section in Die Werker.
Roles and Responsibilities of units	Unit meetings	Monthly	Unit Head	Standard agenda point at Unit meetings.
Budget	Unit meetings: preparation, approval/decline and actual expenditure	Expenditure: Quarterly, annually: determination and approval	Unit Finance Manager, Unit Head	Quarterly agenda point at Unit meetings.
Training opportunities	IMIS, Hard Copy, Unit meetings	Monthly	HR, Director, Unit Head	Regular IMIS updates. Monthly agenda point at Unit meetings.
Organogram	Focus sessions during design with each unit	As required	Service provider, HR, Municipal Manager	Representative attendance at focus sessions
Policy changes	Unit meetings. Hard copy: IMIS/Post	As changes occur. Quarterly updates: rotate existing policies.	Applicable unit representative: HR/Finance	Quarterly agenda point at Unit meetings.
Vacancies, appointments, shortages	Unit Meetings	Monthly	Unit Head, HR, Municipal Manager	Monthly agenda point at Unit meetings.
Who's Who	Roadshow to each unit	Annually	Speaker, Municipal Manager, Mayor, Director	Annual Roadshow to each unit

Internal: Staff

Feedback Mechanisms
Directorate Meetings
Anonymous Employee Satisfaction Survey
Anonymous Suggestion/Complaint box: Staff
Anonymous Suggestion/Complaint box: Clients
Die Werker
Unit Meetings
Unit Heads

External: Departments and NGO's

Desired Result	
Know	Open communication channels exist
Think	Focussed on partnering with the Municipality
Feel	Responsible for keeping the Municipality informed
Do	Partner with the Municipality to provide effective services

Special Considerations	
Language	English and Afrikaans
Literacy	None
Access	Access to telephone and e-mail available
Other	None

Message Assessment: Top five				
Message	Medium	Frequency	Source	Measure
Housing Policy and Process	Information Centre	Continuously	Department, Municipality	Availability of information leaflets at the Information Centre
Information of Public Interest	Information Centre, Local Government Communication Forum (LGCF)	Centre: Continuously. Communication Forum: Monthly	Departments, Municipality, NGO's	Attendance registers of monthly LGCF meetings Availability of information leaflets at the Information Centre
Development and Projects	Die Inwoner, Media, Notices at Service Points	Quarterly	C&CS	Quarterly publications in Die Inwoner, Media and at Service points
Projects requested from Departments	IDP Forum	Annually	IDP Process	Agenda point on IDP Forum re project request from KHM
Public Participation Feedback	Post Public Participation Feedback via IDP Forum	Annually/Quarterly	IDP Forum	Quarterly agenda point on the IDP Forum

External: Departments and NGO's

Message Assessment: Other				
Message	Medium	Frequency	Source	Measure
Objection process	Notice boards, Councillors	Quarterly	C&CS	Quarterly distribution of Notice Board information leaflets. Agenda point at Ward Meetings
Tariff changes	Variety of mediums to ensure all is reached	Annually	Coordinated by C&CS, Municipal Manager, Mayor, Ward Committees	Timely, varied publication of tariff changes.

Feedback Mechanisms
Local Government Communication Forum

External: Business and Ward Committees

Desired Result	
Know	Open communication channels exist
Think	Focussed on partnering with the Municipality
Feel	Valued
Do	Partner with the Municipality

Special Considerations	
Language	Afrikaans, English and other
Literacy	None
Access	Business: access to e-mail, fax, telephone Ward Committees: limited access to e-mail, fax, telephone
Other	None

Message Assessment: Top five				
Messages	Medium	Frequency	Source	Measure
Information on new projects	Combination of mediums	Ongoing	Specific unit	Customer Communication Satisfaction Survey
Entrepreneur support programmes	Combination of mediums	Ongoing	LED office	Customer Communication Satisfaction Survey
Council policies and ordinances	Combination of mediums	Ongoing	Council	Customer Communication Satisfaction Survey
Improved link between the LED office and business community	Combination of mediums	Ongoing	LED office	Customer Communication Satisfaction Survey
Service Delivery related information	Combination of mediums	Ongoing	C&CS	Customer Communication Satisfaction Survey

External: Business and Ward Committees

Message Assessment: Other				
Messages	Medium	Frequency	Source	Measure
Internal organisational arrangements e.g. Vacancies/new appointments	Combination of mediums	Quarterly	HR	Customer Communication Satisfaction Survey
The functioning of the SCM process	Combination of mediums	Bi-annually	Supply Chain	Customer Communication Satisfaction Survey
IDP and budget	Combination of mediums	Bi-annually: once approved and planned vs actual	Councillor	Customer Communication Satisfaction Survey

Feedback Mechanisms
Operational CRM Centre
Ward Councillors

External: CDW's

Desired Result		Special Considerations		
Know	They have an integral role to play in effective communication	Language	Afrikaans, English and other	
Think	I can make a meaningful contribution in the community	Literacy	Varied	
Feel	Empowered to effectively communicate	Access	Limited access to e-mails, telephone and fax	
Do	Communicate effectively with the public and the Municipality	Other	Transport limitations	

Message Assessment: Top five				
Messages	Medium	Frequency	Source	Measure
New services within municipality	Face to Face Q&A sessions: CDW's and public	Bi-annually	Person responsible for service	Bi-annual Community meeting (regarding services) attendance registers
Housing	Community meetings, Face to Face	Quarterly	Councillor, CDW's, Ward Committee, Housing Dept/Unit	Quarterly Community meeting (regarding housing) attendance registers
Policy developments	Hard copy, all languages, public participation processes	When amended. Twice per year updates	Policy unit, C&CS, MM	Bi-annual policy update Community meeting attendance registers
Budget	Focus sessions with explanations and Q&A sessions	Bi-annually: once approved and Budget vs Actual	Councillor	Bi-annual budget update Community meeting attendance registers
Activities that affect public	Radio, Loud hailer	As required	Coordinated by C&CS, Police etc could be used on the ground	Number of information sessions on the radio and via the loud hailer.

External: CDW's

Message Assessment: Other				
Messages	Medium	Frequency	Source	Measure
Tenders – open and awarded	Hard copy	Monthly	Supply Chain	Monthly tender update document timeously distributed
Events Calendar	Hard copy	Monthly	C&CS	Monthly event calendar timeously distributed
Roles and Responsibilities (e.g Mayor, Speaker, CDW's, Units)	Roadshow	Annual	Mayor, Speaker, MM	Annual Roadshow

Feedback Mechanisms
Councillors
Community Meetings
Letters to Council
CDW's to inform and obtain information from public
PR Councillors

External: Sport Interest Groups

Desired Result		Special Considerations		
Know	Open communication channels exist	Language	Afrikaans, English and other	
Think	It is their responsibility to communicate need to KHM	Literacy	Varied	
Feel	Their sport codes' interest is acknowledged	Access	Limited access to e-mails, telephone and fax	
Do	Communicate effectively with the Municipality	Other	Transport limitations	

Message Assessment				
Message	Medium	Frequency	Source	Measure
Municipal vision, strategy, programmes, policies and processes for sport	Meeting: Sport and Recreation official, LFA, Club Representatives, Business (sponsors)	Annually	Council Sport and Recreation Official, Sports Desk	Annual Sport Forum meeting attendance registers
Roles and responsibilities (Municipality and other roleplayers)	Meeting	Monthly (Ward member), Quarterly (Municipality)	Ward member, Municipality	Monthly ward meeting and Quarterly Sport Forum meeting (regarding roles and responsibilities) attendance registers
Budget allocation to sport codes	Meeting: Sport and Recreation official, LFA, Club Representatives, Business (sponsors)	Quarterly	Sport and Recreation Official	Quarterly Sport Forum meeting (regarding the budget) attendance registers
National and Provincial Strategies	Communication Forum, Meeting: Sport and Recreation official, LFA, Club Representatives, Business (sponsors)	Annually	Sport and Recreation Official	Annual Sport Forum meeting (regarding national and provincial strategies) attendance registers

External: Sport Interest Groups

Feedback Mechanisms
Sport Forum Meetings
Sport and Recreation Official

External: Churches and NGO's

Desired Result	
Know	Open communication channels exist
Think	Focussed on partnering with the Municipality
Feel	Valued as a contributor in the community
Do	Partner with the Municipality to provide effective services and communication

Special Considerations	
Language	Afrikaans, English and other
Literacy	Varied
Access	Limited access to e-mails, telephone and fax
Other	Transport limitations. Councillors to involve local religious leaders in their wards on a more structured basis

Message Assessment				
Message	Medium	Frequency	Source	Measure
Regular communication with churches and leadership	Database of all Churches and Leadership	Ongoing	Religious Desk	Number of communications distributed via Religious network
Council policies and procedures relating to social programmes	Religious institution bulletins	Bi-annual	Religious Desk	Bi-annual publication in a variety of Religious institution bulletins regarding policies and procedures
Council financial policies and procedures applicable to churches and NGO's	Religious institution bulletins	Bi-annual	Finance unit	Bi-annual publication in a variety of Religious institution bulletins regarding finance
Town Planning matters	Religious institution bulletins	Bi-annual	Planning unit	Bi-annual publication in a variety of Religious institution bulletins regarding town planning
Council Strategies and projects/IDP	Religious institution bulletins	Quarterly	Religious Desk	Bi-annual publication in a variety of Religious institution bulletins regarding strategies, IDP, projects

External: Churches and NGO's

Feedback Mechanisms
Religious Desk in office of the Mayor
Meetings with Councillors
Church leadership Forum

External: Other

Desired Result	
Know	Open communication channels exist
Think	It is their responsibility to communicate needs to KHM
Feel	Their interest are acknowledged
Do	Communicate effectively with the Municipality

Special Considerations	
Language	Afrikaans, English and other
Literacy	Varied
Access	Limited access to e-mails, telephone and fax
Other	Transport limitations

Message Assessment				
Messages	Medium	Frequency	Source	Measure
Complaint procedure	Councillors	Quarterly	C&CS	Agenda point at Ward Meetings
Roles and Responsibilities of Councillors	Roadshow	Annual	Mayor, Speaker, MM	Annual Roadshow
Specific Ward based information	Ward Meetings	Monthly	Councillor	Ward meeting attendance registers
IDP and budget process	Focus sessions with explanations and Q&A sessions	Bi-annually: once approved and Budget vs Actual	Councillor	Bi-annual budget update Community meeting attendance registers
Council: meeting agenda and minutes, projects and programmes	Combination of mediums	Ongoing	Council	Customer Communication Satisfaction Survey

External: Other

Feedback Mechanisms
Ward committee meetings
Surveys
Functional call centre
CDW's
Imbizos
Functional process for dealing with complaints

Crisis Communication

Introduction

The aforementioned message assessments/discussion framework as stipulated in section 3.4, did not include the analysis of crisis communication.

The GCIS Communicators Handbook 2010 provide the following guidelines to consider:

“Handling a communication crisis

Since we may not be able to prevent crises all the time, there are a few things we can do once it has arisen:

Create a crisis communication plan ahead of time

- Anticipate the crisis; think and talk about what might happen and how it can be effectively managed.
- Develop response strategies that can be implemented when a crisis occurs. Establish communication protocols.

Designate a crisis management team

Determine and train spokespeople. Address issues of empowerment and the chain of command. Monitor and keep communication lines open between internal staff.

Manage the message and the media

- What is the issue? Define the nature of the crisis.
- What is your message? Keep the message clear and consistent.
- Anticipate and meet the needs of the media.

Communicate early and often

- Be proactive rather than reactive.
- Decide on communication methods (press conference, in-person briefing, phone, fax, etc.). Release prepared statements and collateral material to the media.

Identify and prioritise key audiences and channels of communication

- Who are the audiences who matter most?
- Know what type of information each audience is seeking and keep them informed promptly.”

It is recommended that a Crisis Communication Checklist is developed and the Media Policy reviewed in order to aid a quick response.

Section 3.6

Communication Structures, Processes

Stakeholder communication structures

Introduction

To ensure sustainable communication, systems, processes and culture should reinforce the strategic change (Refer to Section 3 for the Communication Change Management Challenge and our unique Change Management methodology)

Communication Structures

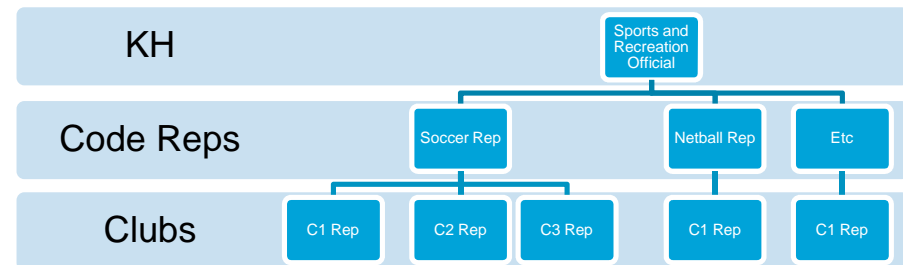
For each of the various stakeholder groups, a communication structure for the cascading and escalating of information should be established.

A sample structure for the Sports Interest Groups have been indicated to the right and could be replicated/customised across the various stakeholder groups.

Structures should indicate the KHM official responsible for cascading and collation of information as well as the stakeholder specific structures through which information could be cascaded/escalated.

These structures should be communicated to all stakeholders within a specific group in order to ensure a consistent flow of information and a sense of ownership and responsibilities for effective communication.

These channels could then be utilised as a medium for communication.



Section 3.7

Communication Programme

Communication Programme

Introduction

The communication strategy should be reviewed annually by the Municipality. Based on the revised Communication Strategy, a communication programme for the year should be compiled.

Annual review process

The following annual review process is recommended:

- Review communication measures/key performance areas of the previous year in order to assess successes that can be built on and challenges that should be addressed in the year ahead.
- Administer a Communication Satisfaction Survey for the internal and external stakeholders in order to assess their perceptions of the communication successes and challenges.
- Perform a Stakeholder Assessment in order to ensure that all the relevant stakeholders are included in the Communication Strategy and their realities and requirements are taken into account. (Refer to Appendix 1 for Tools and Templates)
- For each Stakeholder group, perform a Message Assessment in order to strategise around the message content required by each stakeholder group. (Refer to Appendix 1 for Tools and Templates)
- Channel assessment (Refer to Appendix 1 for Tools and Templates)
- Internal capacity/competence assessment
- Based on the above, compile a Communication Programme for the year

Communication Programme

C&CS and other relevant communicators (e.g. Stakeholder Desk representatives) should compile a Communication Programme for the year to ensure pro-active, effective communication that achieves the objectives of the Communication Strategy.

The Communication Programme should as a minimum take the following communication activities into consideration:

- Planning cycle of the Municipality
 - IDP Public Participation
 - SDBIP Public Participation
 - Budget Public Participation
- National, Provincial and Municipal projects and programmes
- National, Provincial and Local events (e.g. Woman's Day)
- Structured communication (e.g. Radio slots, Die Werker, Ulwazi)
- Stakeholder specific communication requirements (e.g. Training opportunities for staff)

Section 4

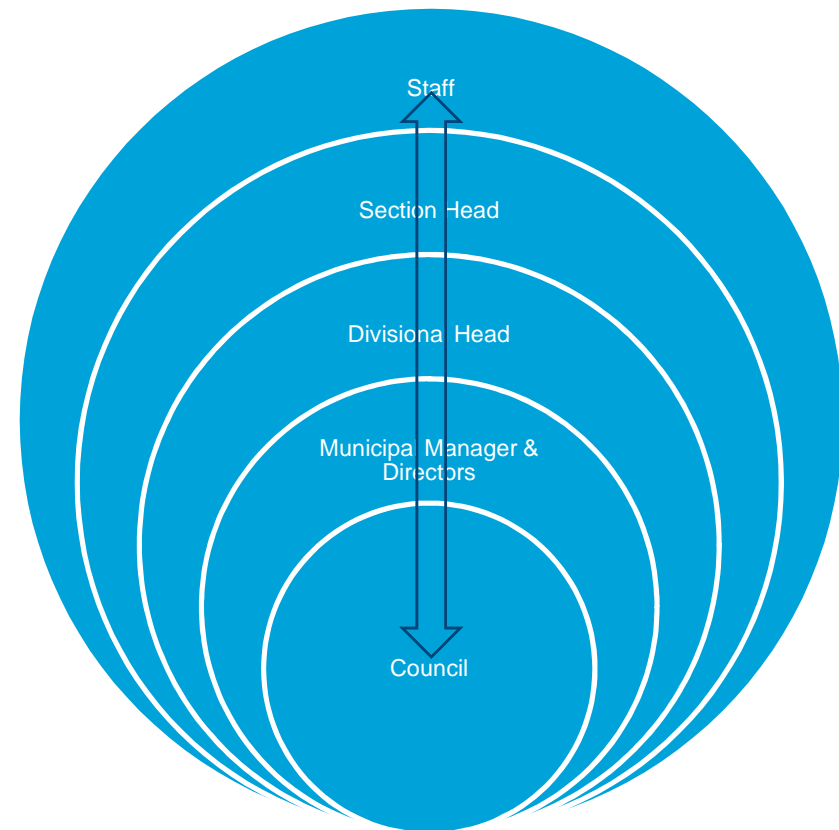
Strategic Recommendations

Internal enablers

In order to ensure adherence to the internal requirements of the various stakeholder groups, the following enablers are recommended:

- Formalised schedule of Directorate/Divisional and Section meetings with fixed agenda as per organogram
- Internal communication to be a fixed item on the meeting agenda for the MM & Directors
- Improve utilisation of IMIS
- Electronic Policy to be reviewed (limitation of access)
- E-mail access to wider audience/decentralised points
- Annual staff satisfaction survey to be administered
- Identification and training of internal communication change agents
- Implement SMS communication to staff for critical messages
- Training of line managers in communication skills
- Staff communication to be a Key Performance Area (KPA) for all line managers/supervisors
- Induction training to be provided for new staff
- Central e-mail/SMS number for Frequently Asked Questions/complaints/suggestions
- C&CS Office to fulfil a co-ordination role regarding communication
- Annual HR Department schedule of road shows to be compiled to ensure timely communication of HR related information
- Change management capacity to be built across the various divisions
- A Communication Policy and Implementation Document to be compiled for //Khara Hais Municipality

//Khara Hais Internal Communication



External Enablers

In order to ensure adherence to the external requirements of the various stakeholder groups, the following enablers are recommended:

- The establishment of a media desk
- Revised Media Policy to enable timeous response
- The effective use of interactive mediums (e.g. website, radio, sms, etc)
- Ward based communication strategies to be developed
- Targeted communication via Stakeholder Forums e.g. Churches
- Client communication satisfaction surveys to be administered
- Customer relations management system (CRM System) to be implemented
- Clear Communication Roles and Responsibilities for the following role-players:
 - //Khara Hais Municipality
 - Councillors
 - Ward Committees
 - Community Development Workers

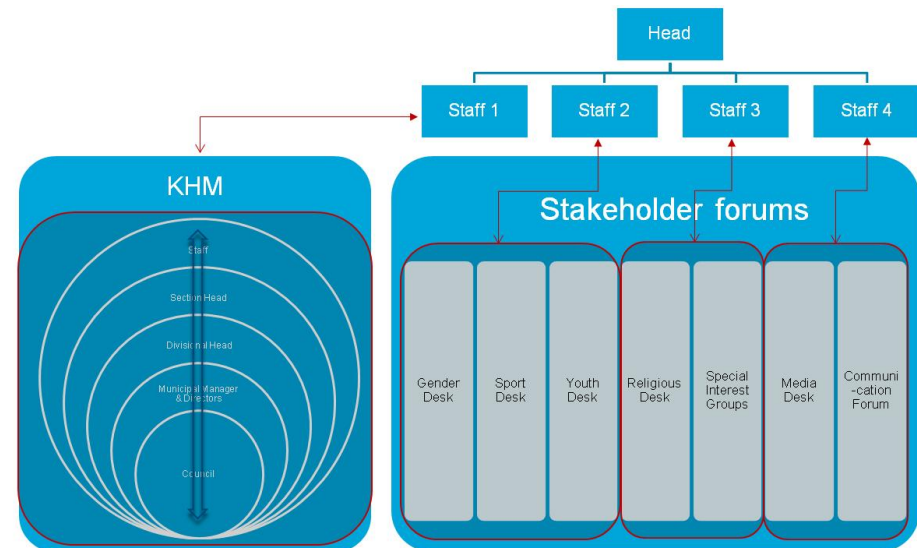
//Khara Hais External Communication



Organisational enablers

To be able to deliver on the internal and external stakeholder requirements, the following organisational enablers would be recommended:

- A robust CRM System/Help Desk
- Central communication service must have the authority to carry out its work – it must be located in the highest office
- HR Capacity of the C&CS Office to be assessed based on capacity management principles
- Skills and capacity building of the C&CS Office staff to be assessed
- Public Relations Institute of South-Africa (PRISA) Accreditation to be considered
- Project/Change Management capacity to be built within the C&CS Office and each division
- Communication performance metrics to be set for the C&CS Office, each team member and for each communication drafted.
- C&CS Budget to support the internal and external communication requirements



Appendix 1

Tools and Templates

Introduction

In order to aid the annual review process, the following tools and templates have been included:

Stakeholder Assessment

In order to ensure that all the relevant stakeholders are included in the Communication Strategy and their realities and requirements are taken into account, assess their level of power and influence, the expected level of support from them and the impact that communication/change will have on them. Communication actions are then developed for each stakeholder group.

Continual assessment of the stakeholders is required as new stakeholders may be introduced during the year/during certain projects/programmes and different stakeholders may need to be involved at various points during the year.

Message Assessment

Successful communication requires the planning, creation and implementation of appropriate communications with internal and external stakeholders. Well-planned and effectively executed communications activities can reduce resistance, build acceptance for the Municipal objectives and assist with benefits realisation.

Using the stakeholder assessment, a Message Assessment is performed that defines the overall objectives, responsibilities, key messages, media, principles, style, frequency, timing and distribution of project communications.

Medium assessment

To assist with assessing the most effective communication medium to include in the message assessment, a medium assessment framework is included in the appendix.

For each communication, it is important to assess the specific objective in order to use the most efficient channels of communication. Assess whether the communication aims to inform, educate, involve, motivate or engage stakeholders? Furthermore, what do we expect from stakeholders after the communication? To be aware, to understand, to accept, to act or to be transformed? Based on the objectives, identify the most effective medium to be utilised.

Communication Log

The communication log should be maintained throughout the year to ensure an accurate, complete summary for quick reference to what was communicated, to whom in which format, by whom, copy retention and what was the specific feedback received.

Stakeholder Assessment

Stakeholders	Level of power & influence			Level of Support expected from them			Personal Impact of change/information on them		
	High	Medium	Low	High	Medium	Low	High	Medium	Low

Message Assessment

Desired Result	
Know	
Think	
Feel	
Do	

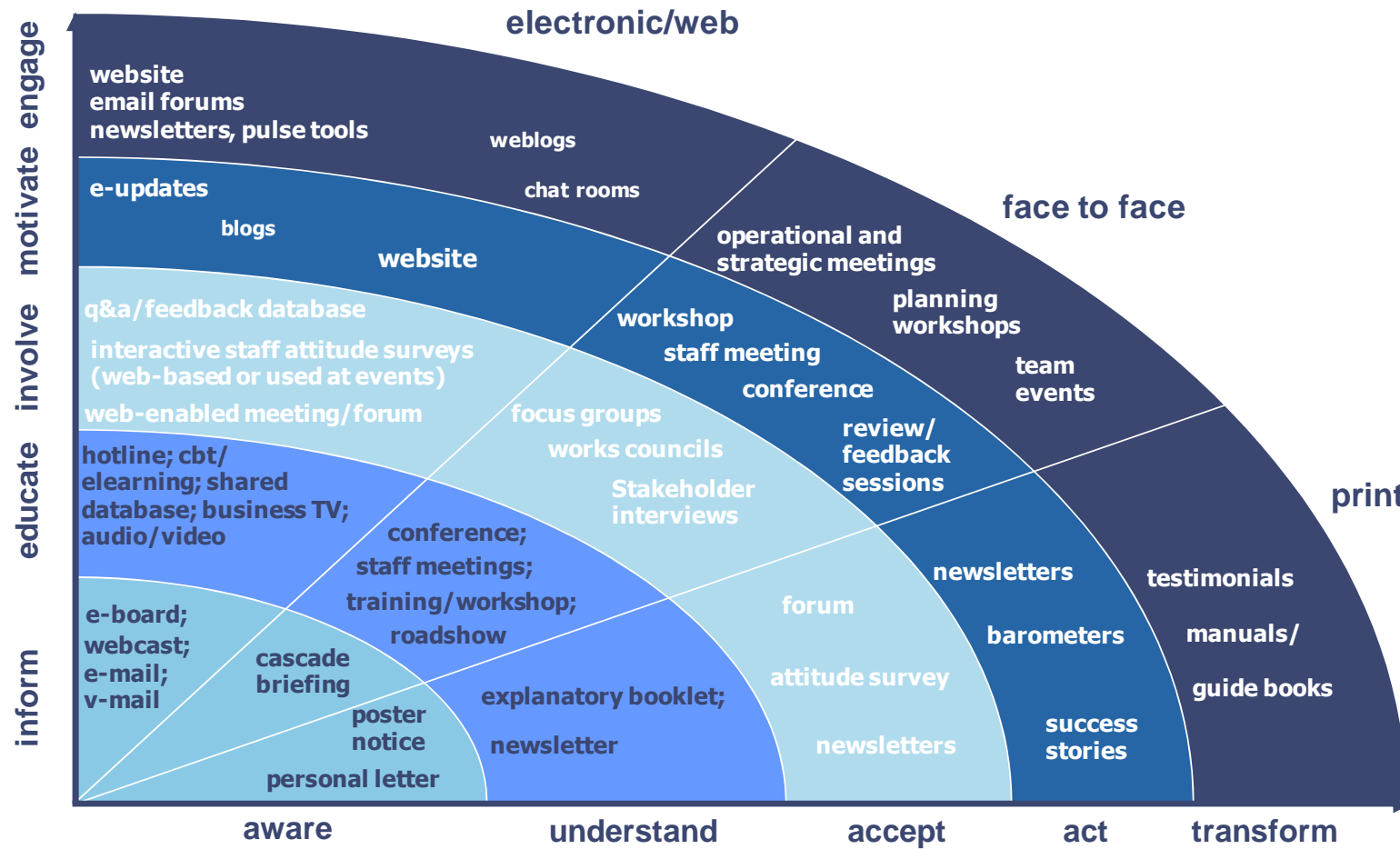
Special Considerations	
Language	
Literacy	
Access	
Other	

Messages	Medium	Frequency	Source	Measure

Message Assessment

Feedback Mechanisms

Medium Assessment



Communication Log

SUMMARY							DESCRIPTION			
ID	Status	Date approved	Approved by	Date send	Send by	Send to	Type	Message	File location	Feedback
e.g. 01	Distributed	28.01.2008	Director	30.1.2008	Director	All staff	E-mail	Implementation timeline	Communiqué #1 Final.pdf	Change agent feedback from Divisional meetings was positive.

Appendix 2

Attendance Registers